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5 July 1979

MEMORANDUM FOR: Director of Personnel

FROM :

[REDACTED]  
Chief, Career Management Staff

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SUBJECT : Operations Directorate Comments on  
D Professional Accession Projections

1. We are in general agreement that the attached Office of Personnel study on D Professional Accession Projections provides the best estimates and desirable age distribution that can be made of the numbers of new professional level personnel needed over the next five-year period. We expect that as the period progresses, we will be able to provide additional data and insight to the Office of Personnel which will help to adjust and even possibly improve or refine the projections.

2. In reviewing our requirements as we see them now\*, we believe that the projected input of professional personnel should roughly approximate the following broad categories expressed as percentages of the annual total projected input levels.

68% Operations Officers  
11% Linguists  
5% I.O. Generalists  
3% ADP Specialists  
3% Special Operations & Covert Action Specialists  
10% Other (including internal upward mobility)

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NOTE: \*The Directorate is in the process of reexamining its component tables of organization from a zero base prospective. This process should be completed around the end of the current fiscal year. It could result in some changes in the above requirements - but we do not have reason to think they will be substantial.

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**SECRET**D Professional Accession ProjectionsObjective:

(a) To identify a level of professional inputs consistent with replacement needs and a desirable age structure. (U)

If the desired goal is to maintain the current level of professional personnel in the DDO, then the replacement needs will have to be equal to projected losses. (U)

Based on age modeling runs average projected losses for the next five years [ ] but most likely will run about 190. This means the average replacement level for D professional personnel [ ] if the DDO is to maintain its current level of professional personnel. (S)

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On a year to year basis it can be expected the actual outflow will vary and will look like:

Separations



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(b) To show the effect of a steady inflow on professional strength level, given probable fluctuations in separations as the age hump moves through. (U)

If the [ ] input is uniformly distributed [ ] it can be expected the level of professional personnel will dip by a maximum [ ] given average separation rates. Graph 2b shows the effect of a uniform input versus the level of professional personnel. (S)

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(c) To show the variable level of personnel input that is required to maintain a reasonably steady level of professional personnel. (U)

In order to maintain a reasonably steady level of professional personnel in the DDO, the target input levels for FY 80 and FY 81 should be higher [ ] (S)

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A typical target figure for FY 80 should run [ ] where this high figure is necessary to make up for the expected lack of input in FY 79 and to make up for the expected higher separations

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in FY 80. The FY 80 higher separations are caused by the "ageing out" of the age 48 to 52 peak of the age curve. (S)

Succeeding years' input should be computed from the expected average losses of 190, plus a term to compensate for the dip and then minus a term to make up for the expected overshoot if a high rate of input was continued. (S)

Obviously the actual input for any given year should be estimated on the basis of the best available information for each period, but based on age modeling results can be estimated currently to run:



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The above distribution provides an average input [ ] and compensates for the expected dip in professional levels in FY 81. (S)

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From the figures it can also be seen the inputs decrease [ ] in FY 82-84, and this prevents an overshoot from occurring in the professional level. (S)

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(d) To examine the affect of the age of inputs on building a "desirable" age distribution. (U)

A desirable age distribution provides for experienced replacements when separations occur. A problem currently in the DDO is that many officers are being promoted without what some career management officers consider to be enough time in grade and experience. This problem has come about because of the peak in the DDO age distribution. The peak has resulted in the exit of a large number of senior officers all at the same time. This means junior officers with much less line experience suddenly find themselves being accelerated into senior positions. (S)

In order to test the impact on promotion policies on career length and grade distribution, the Plans Staff has put together several grade distribution models. These models along with the OTR/ISTB grade model can be used to project the impact of promotion policies in the DDO. (U)

Since these policies are dependent upon DDO requirements for officers at various grade levels, the actual projections of grade distribution will have to wait for the establishment of detailed long-

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long-term requirements for DDO professionals. (U)

In terms of the impact of entry level age on the overall age distribution curve however, a fairly good assessment of the impact can be made. The Plans Staff has modeled several different alternative policies under two different conditions. (U)

The two different conditions that were tested were a high separation rate (graph 2) and average separation rate (graph 3). (U)

The two policies that were tested were: the majority of inputs would occur at ages 18-22 (graph 1) and second, the majority of inputs would occur at ages 23-27 (graph 2 and 3). These age model runs show a desirable distribution for entry level professionals appears to be the following:

<u>entry</u> <u>level (age)</u>	<u>18-22</u>	<u>23-27</u>	<u>28-32</u>	<u>others</u>
<u>Input</u> <u>% dist</u>	<div style="border: 1px solid black; width: 550px; height: 35px;"></div>			

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This input distribution generates an entry age curve as seen in graphs 2 and 3. The graph is "broad shouldered" and without any swales or dips. (S)

Graph 1 on the other hand, is the case where a majority of the input occurs in the 18 to 22 age group. While this graph is an extreme example of what could occur, it nevertheless clearly shows the effect of a policy which would bring in a majority of DDO professionals at age 18 to 22. (S)

The graph shows a new "swale" developing in the 28 to 32 age groups. This swale would ultimately cause a shortage of qualified and seasoned officers and would cause wide fluctuations in retirement levels.

#### Summary

(a) The average replacement needs for DDO professionals should run  for the next five years. (S) 25X1

(b) If high separation rates continue the replacement needs  per year. (S) 25X1

(c) Replacement needs for the next two years will run  if it is expected to maintain the current level of DDO professional personnel without allowing a "dip" to occur. (S) 25X1

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(d) The age distribution of incoming professional personnel can have a considerable impact on the overall age distribution of D Professional personnel. Policies which effect this distribution should be closely examined for this long-term impact. (U)

(e) Grade distribution projections are dependent on promotion policies and requirements. As these areas are more clearly defined, the Plans Staff has models to deal with the required projections. (U)

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